

**HOW MANAGEMENT
LOOKS AT
PUBLIC RELATIONS**

By John L. McCaffrey,
President
International Harvester Co.

**A JOURNAL OF OPINION IN THE
FIELD OF PUBLIC RELATIONS PRACTICE**

75 CENTS

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ISSUE:**

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PROGRESS WEEK?**

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FEBRUARY, 1956
VOL. XII, NO. 2



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ON THE COVER:

John L. McCaffrey, author of this month's leading article, "How Management Looks at Public Relations" is a leading Chicago industrialist and president of International

Harvester Company. He has been a pioneer in his thinking about industrial public relations, the modern development of which he has followed with the keenest interest. His concepts in the field of public relations have won wide respect for their breadth and soundness. Few who were present will ever forget the address Mr. McCaffrey made at a public relations meeting in New York several years ago. The address was a penetrating analysis of the evolution of public relations up to that time and was the first full expression on the subject from the viewpoint of management to be presented publicly.

The present article, in a sense, is an outgrowth of that address, in that Mr. McCaffrey brings the subject down to date with a review of the important developments in the field of public relations which have occurred since that time. He reaches conclusions which are both enlightening and encouraging for all who are engaged in public relations work.

Mr. McCaffrey has been with International Harvester Company since 1909. He has been a member of the board of directors since 1941 and president since 1946. He is also a director of the American Telephone and Telegraph Company.

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Scoundrel in Pin-Stripes

From the Greek drama to modern television, the theater has always been a powerful force in shaping public opinion. It affords an opportunity which generations of propagandists have seized and exploited on behalf of their causes and clients. Aristophanes used the stage to crusade for peace; thousands of years later, Goebbels employed the same devices to campaign for war. Both did the job effectively.

Either as cause or effect, the dramatic arts fashion stereotypes which leave solid and enduring impressions. Let the villain be cast as a member of any organization, race, or profession, there is the feeling that he typifies his kind, to the discredit of all. Let the iron-jawed, wavy-haired hero carry a group identity, be it the medical profession or the United States Cavalry and the organization glows with reflected glory. Protest, as playwrights will, that the characters are representatives only of themselves, the associations persist long after plot and dialogue are forgotten.

With this as background, public relations people have been puzzled of late to see TV productions which cost business a pretty penny make out a fine case of villainy against, of all things, the businessman. To some practitioners, this had a certain aura of the Greek drama itself; the inexorable suicidal thrust which, with fine irony, causes the victim to finance his own funeral.

The dramatic vehicle being what it is, the cast must be divided into the good guys and the bad guys. When the worst guy of all turns out to be the business leader, corporation public relations people shake their heads sadly at the spectacle of hard-won gains being washed away in a shower of grease paint.

Perhaps, however, the tide is now turning. A recent TV production, "Thunder in Washington," sponsored by Alcoa, takes a look from another direction. The business fellow is the one portrayed with sympathy and a pat on the back for patriotic service on a vital government mission. In this case, his Congressional tormentor clearly qualifies as the rascal and a knowledgeable piece of type casting it was, too. Last time we saw this fine actor, Ed Begley, he was the villain in a piece called "Patterns" which had a somewhat different twist. His villain in that number, sort of a cross between Mr. Scrooge and Captain Bligh, was the big business execu-

tive. Mr. Begley's art is such that, from now on, public relations people in business sort of hope he can find parts casting him in some other role than a scoundrel in pin-stripes.

The Power of the Intellectuals

If any longer there is doubt in the mind of any public relations man of the power of the intellectuals in any nation to determine over a period of time the course that nation will take, they have only to look at the sorry case of Mr. Juan Peron to find their answer.

The Peron Government fell in Argentina not because it lost the support of labor, not because it lost the support of the "have-nots" and the "Descamisados" (the shirtless ones); it fell because it lost the support of the intellectuals and, some time later, as a consequence, the support of most of the thinking people of the nation.

Three major things and numerous minor ones antagonized the intellectuals. The first was the suppression of *La Prensa*, which stood in somewhat the position of being a New York Times of South America. That deeply offended and greatly antagonized the writing profession. The second was the attacks on the universities. When the Peronistas shouted, "Shoes, yes; books, no," the reaction among the teaching profession was intense. And, finally, when Peron actively attacked the church, he alienated all leaders of religion. It was these three groups and the wide influence they have that paved the way so that the Army could throw him out.

This re-emphasizes to all public relations people the fundamental truth that any organization, any group, which wishes to have the support of the public must find at least a considerable measure of support with the intellectuals since they are in command of the major media of communication. They determine, in the end, what those who follow will be told.

This perhaps points up the fact that American business if it is to have public support in this country should increase its efforts to develop understanding among the intellectual groups.

Peron was clever and unscrupulous in his efforts to retain power, but his cleverness was not sound public relations. He paid the inevitable penalty.

And so, in this country, will any other group that scorns instead of cultivates the intellectuals.

By John L. McCaffrey,
President, International Harvester Company

The status of the profession today as seen from the standpoint of management



MANAGEMENT'S ATTITUDE 40 YEARS AGO . . .
"What do we have to do to keep this out of
the newspapers?"

How Management Looks at Public Relations

Some years ago—I believe it was in 1949—I was mousetrapped into making a talk before a sizable group of public relations men in New York, on "What Industry Expects from Public Relations." I escaped without permanent injuries, and thought that was that.

Now it seems I was wrong. The editor of PUBLIC RELATIONS JOURNAL, remembering that earlier incident, has asked me to bring my comments up to date—to say what I think has been happening in public relations in the years between, what things I notice now.

The situation reminds me a little of Mark Twain's story about the man in a little river town who was enthusiastically whipping a dead dog. And when one of the onlookers asked him why, the man said:

"I'll learn him, damn him, that there is a punishment after death."

I do have some notions, of course. They are not the result of a survey of any kind. I don't offer them as findings of fact. They are just the impressions that I get as the head of a sizable manufacturing business from observing our own company, from talking with friends who manage other companies, from serving on the boards of some other businesses, and from just generally being around and being interested in public relations.

Like any other company president, I am both a layman and a professional in the field of public relations.

I am a layman in the sense that I can't pretend to have the knowledge of techniques, of theory, and general practice that is common among the men and women who are professional public relations people. Yet, I am a professional myself in the sense that the public relations of our company is one of my main responsibilities, a major element in the president's job description.

We think that is natural because we believe public relations is mainly a matter of deeds, rather than words, and it follows that the person in the company who has the most power to influence its deeds also has the most influence over its public relations.

Now, either as a layman or as a professional, there are certain facts about public relations that are obvious.

One is that many more companies employ or retain professional public relations people than was the case even five or ten years ago. I don't see any signs that this upward trend is slowing down or has reached a crest.

Another is that company public relations departments have tended to grow also, once established. This, I think, is a compliment to you people.

Every president keeps a somewhat wary eye on a new department or function to make sure that it doesn't get out of hand. Companies are no different from government or other organizations when it comes to departmental empire-building, and we have to guard against it. So the fact that public relations departments have been getting larger is a good indication that they have been growing more useful. Management has found more and more tasks for the public relations department to do.

To me, these trends are only the outward signs of an inner development which I believe is the most important thing that has happened in public relations in recent years.

This development is, very simply, the widespread understanding and acceptance of public relations concepts and public relations viewpoints on the part of top management.

This does not mean that every public relations project or every public relations budget is approved without question. That has never been true of any phase of a business, and there is no reason why it should ever be true of public relations.

But it does mean, I believe, that a basic change has taken place in the character and nature of public relations work.

I have been in business for 47 years and am, perhaps, in a more favorable position than many to understand just how great this change has been. I remember when the first small beginning of a public relations function was set up in our Company—almost 40 years ago. The management attitude then was essentially, "What do we have to do to keep this out of the papers?"

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WHY OIL

By Harold B. Miller,

Executive Director

Oil Industry

Information Committee

This coming October 14, the American petroleum industry will enter on the eighth annual observance of one of the fastest-growing and most discussed "weeks" in the national calendar. In those seven days, tens of thousands of oil companies and service stations will redouble their year-long efforts to inform the public what their industry is, what it does, and what it stands for. It is a tremendous assignment. Certainly it is unnecessary to emphasize to any practitioner of public relations the amount of time, energy, and plain hard work that such a task requires. Yet these men—year after year—take on this assignment *voluntarily*. Why?

In analyzing Oil Progress Week there are a lot of "whys" to answer. Why have it at all? Why believe that it adds materially to the impact of the industry's day-in, day-out program? Why assume that the heightened understanding and appreciation of the industry generated during the week of October 14-20 will still be felt the next week, month, and year?

To see Oil Progress Week in perspective one must go back to the period immediately following World War II. Throughout the war, the oil industry had done a magnificent job—on every continent, on every ocean, and on the home front as well. Furthermore, everyone who had had a hand in the direction of policy at the highest military and civilian levels was well aware of this achievement. Chief of Staff General George C. Marshall said: "No tank has failed to roll, no plane has failed to fly, no ship has failed to sail—for lack of oil." Miraculously, all this was



Oil Progress Week and the industry slogan "Oil Serves You" was on display for all to see in downtown Philadelphia during the industry's "week". The huge banner was stretched across South Broad Street at Locust Street during the celebration. This promotion job was handled by the Philadelphia Oil Committee.

PROGRESS WEEK?

The method used to solve a broad public relations problem of a major industry

accomplished without seriously curtailing essential uses of petroleum products at home. Yet, ironically, the very people who should have been made aware of what the industry had done knew little or nothing about it. Those people, of course, were the American public.

The situation would have been bad enough by itself; under the conditions prevailing at the time it was particularly disturbing. During the war, the petroleum industry had given its all to help bring about the victory. It had neither time nor strength left over to let the public know what it was doing. The inevitable result was that people were uninformed—and more often distrustful. In one year alone there were no fewer than 700 different bills pending before Federal and state legislatures with the avowed purpose of subjecting oil men to straight jacket controls that would have made it next to impossible for them to continue serving the public with gasoline, lubricants, fuel oil and a thousand other necessities of modern life.

Fortunately, a number of oil men were quick to recognize the danger. They had seen what had happened in other countries where the government had nationalized the oil business. They knew that if the public were not given the facts, distrust could turn into outright hostility, and the freedom and independence of the industry be imperiled. Their answer was: Tell the public about the oil business—how it operates, the products it provides, the part it plays in bringing

comfort and security to all Americans. To do this, late in 1946 it set up what was to be known as the Oil Industry Information Committee.

The OIIC's work was cut out for it. Its first task was to enlist every segment of the industry—producers and refiners, jobbers and dealers, large companies and small. The second was to supply the facts about the industry to every section of the public—civic and fraternal groups, women's clubs and PTA's, schools and churches, labor and management. One thing was certain—there would be no lack of things to do. The OIIC rolled up its sleeves and went to work.

Anyone who has ever attempted to interpret a vast and complex industry to 160 million Americans can appreciate what those early years were like. The OIIC prepared pamphlets and leaflets, wrote talks and speeches and radio scripts, instituted a school program, planned a movie, and in the process assembled literally volumes of data based on the operations of some 40,000 oil companies, 175,000 service stations, and 1,650,000 employees. From the first it was clear that this was an undertaking that would take years to finish—if, indeed, it were ever to be finished. Yet, no sooner had it got under way than a new challenge presented itself. And though we did not realize it at the time, that challenge—and our reply—set the stage for what we were later to call Oil Progress Week.

During the war years, the in-

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The Author

Harold B. Miller

The author, Rear Admiral Harold Blaine Miller, USN (Ret.), became director of public information of the Navy Department after a distinguished career in Naval aviation, including plenty of action in carrier-based fighters during World War II. He was aboard the carrier *Macon* when she was lost at sea. During the Iwo Jima and Okinawa campaigns, he was public relations officer to Fleet Admiral Nimitz.

After his retirement from the Navy in 1946, he was successively vice president of public relations for Trans World Airlines and executive director of the Congressional Aviation Policy Board. In 1948, he was appointed director of the Department of Information of the American Petroleum Institute and executive director of the Oil Industry Information Committee.

He formerly served as president of the Crusade for Freedom and of the National Committee for a free Europe, Inc., in both of which he is still active as a director. In 1953 he was executive director of the White House Conference on Highway Safety and is now director of the President's Committee for Traffic Safety.



FRESH MEADOWS AND ENVIRONS—For 3,000 Tenants . . . A loud cheer for their landlord

It's Tough to Be the Landlord

By John M. K. Abbott, Assistant Vice President
Public Relations, New York Life Insurance Company

New York Life finds proven public relations techniques can help keep everyone happy in its apartment "cities". Even laundry rooms, now the indoor back fence, boost good will

Probably no business relationship has longer typified in the public mind a spirit of antagonism and misunderstanding than the relationship between Landlord and Tenant. By comparison, Capital and Labor, for example, are only a couple of Johnny-come-lately's. "Stony-hearted as a landlord," is an ancient simile in our literature; and for centuries it has been well known that "no man loveth his landlord." The idea is interestingly expressed on a stone in an English graveyard memorializing a lady who died in 1688. It points out that she now occupies a place where . . .

"No landlord can increase her rent
Or turn her out for non-payment"
The implication is plain: better off dead than to be a renter.

Whether he deserves it or not, the Landlord has been looked upon historically as an avaricious, inaccessible, unfeeling Mr. Money Bags, unwilling to spend or do anything more than he has to. The Tenant, on the other hand, is often represented by the Landlord as a demanding, care-

less, slow-paying individual bent on milking the property owner of his rightful due. Binding them into a contract, but separating them into parties of the first and second parts, is the lease, with its ominous legalities, restrictions and limitations, whereases and wherefores.

Although some life insurance companies have been in this area of traditional conflict for a number of years, the acute shortage of housing

following World War II accelerated the investment in this field. Among those who entered it was the New York Life Insurance Company. Not only did it offer an opportunity to help meet an important social need but the possibility of setting new patterns in community planning, and of cooperating with government agencies in the large scale renewal of blighted urban areas, provided additional opportunities to earn

good will. (Needless to say, any such investment would be for a long term and had to be considered a sound one from the viewpoint of safety and yield, for an insurance company's first obligation is to its policy owners.)

But if there was much to gain from a public relations viewpoint, there was also much to lose. Obviously it wouldn't be good for the company to have a group of dissatisfied tenants on its hands. Unfavorable publicity—all the more of it, no doubt, because the landlord was a large corporation—could harm the company's good name, adversely affect its investment, hurt life insurance sales. It is not surprising, therefore, that when New York Life entered this field in 1946 and set up a Housing Department under Vice President Otto L. Nelson, Jr., to handle the new operation, the public relations aspects came in for a good deal of attention.

New York Life now has four residential developments, all completely owned and managed by the company. These are, in chronological order: *Stanworth* at Princeton, New Jersey—150 Families; *Fresh Meadows*, Long Island—3,000 suburban families; *Manhattan House*, an apartment building on New York's East Side—582 families; and *Lake Meadows*, Chicago, a slum clearance project now about 1/3 completed—a contemplated 1,800 families. As will be seen, these four represent quite a cross section of rental housing. The company is well into the landlord business.

Since Fresh Meadows is the largest and best known of the four, it may well serve as the focal point for these comments. Here are the vital statistics for Fresh Meadows: it is a community of about 11,500 people living in 3,000 apartments in 137 2-and-3 story buildings and two 13-story buildings located on 188 acres of a former golf course. This "city within a city" (Fresh Meadows is just within New York's city



HOME PORTAL—With the rent bill: Reasons.

limits) has three shopping centers containing 50 businesses, banks, restaurants, a department store, a theatre and a post office. There are four ramp-type garages for the residents' use. There is a nursery center and school. The city has built two public schools nearby. On the drawing board a housing development on such a scale had all the makings of a first class landlord headache.

If Fresh Meadows has achieved some success in the difficult field of landlord-tenant relations, it is due largely to the whole-hearted acceptance from the start of a public relations viewpoint. No program could have gained much in the way of results without the real under-

standing and active support of the management staff whose direct contact and service is basic in maintaining good relations with tenants. However, before any reader jumps to the conclusion that Utopia has arrived in a rental community, it should be stated that Fresh Meadows has not been without its disenchantments. Mistakes have been made. Nevertheless the net result has been good and the company has evidence to believe that housing can make, rather than lose, friends.

The Housing Department took several important steps at the very outset. In the first place the planning of Fresh Meadows was imaginative and newsworthy. There were many interesting features: for example, the emphasis on open, landscaped areas; the variety in type, size and layout of the apartments; the convenient shopping facilities; the arrangement of streets to assure maximum quiet and safety.

Another important public relations step at the start was the careful selection of the management staff under the direction of Resident Manager James J. Boyle. Major qualifications looked for included first-hand experience in working with apartment dwellers and a friendly, helpful disposition. Of the original group of supervisors nine years ago, all are still on the payroll.

A third important step taken by the Housing Department early in the game was to request the com-

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John M. K. Abbott breaks down one of the taboos of insurance company public relations—he never sold a policy. Instead, he joined New York Life in 1947 after long public relations service in the fund-raising and industrial fields. A Harvard graduate, he started his career as a reporter on the New York Times and later was with the Wichita, Kans., Beacon.



NEWS FOR RENT-PAYERS—Keeping tenants informed avoids disenchantment.

Consolation for Minimum Budgets

By Edgar M. Gemmell
Princeton University

**Institutional public relations, says one
of its practitioners, has its compensations:
Its spokesmen are articulate and its policies
discourage the captious critic**



The coming of age of public relations in American business in the last decade has been paralleled quietly by a maturing of public relations viewpoint and practice among non-profit institutions. A strong case might be made for the claim that the true public relations function, as it is recognized today, was first grasped by the diligent practitioners of the art in colleges, hospitals, welfare organizations, schools and universities.

Certainly the incentive to strive for public understanding has been at least as strong among institutions which depend upon public support or private support through contributions as among businesses, all of which depend for their lives on some form of public acceptance. Which ever forged ahead of the others in the development of techniques is not so important as the fact that both fields have progressed, and each still looks at the other with some envy and not a little puzzlement.

Having worked on each side of the street myself, the points of similarity and divergence between the two fields hold continuous fascination for me. You have encountered the gaunt and hollow-eyed young men and women dedicated to the service of a non-profit institution with a budget which wouldn't support the janitorial staff of an industrial public relations office. You know the smiling uncertain people who never quite shake off their air of private wonderment that the world of commerce is enabling them to drive a new Buick instead of the second-hand job they had back in the city-desk days.

These twains do meet in many fundamentals, but they have profound differences in several important respects. The first of these is so obvious that it should be hurried over. Organizations built for profit have more money to spend on communications programs than do non-profit institutions. This is quite proper, for any service institution worth its salt has a backlog of worthy projects waiting for financing. Every dollar of administrative expense must be weighed twice and carefully measured in the scales against the basic purpose of the organization, be it health, education or welfare. Although it may be hard for the non-profit public relations practitioners to accept the fact, they can make do with a good deal less.

The second major difference helps to compensate the non-profit man for the handicap implied in the first. By and large, he has better top talent to interpret his institution, particularly if he is in education than does his commercial brother. The principal officers of a college or university—presidents, vice-presidents, provosts, deans and senior professors—are acutely aware of the need for public persuasion as to the merits of the old school. Not only aware, they are so conscious of the need for spreading the word, the institutional public relations man has only to direct their energies where they will do the most good. Certainly he doesn't have to wheedle and coax his chief officers into public view.

Let him consider this blessing, more to be treasured than gold, the next time he casts an envious eye on his industrial neighbor's 64-page, four-color brochure singing the glories of reduced taxation. Let him contemplate the problems faced by his neighbor in the golden cage, problems that never weigh on his tweedy back: the secret, lingering suspicion that in the mind of the top management the public relations department is still a bit of stylish overhead, now in fashion, but subject to whims far more fickle than M. Dior's; the unwillingness or, worse, the inability of top management to step up, front and center before the public, and state the case persuasively.

Few inarticulate men rise to the top in educational administration; many do in the business world. The institutional practitioner would do well to appreciate this asset the next time he is glumly contemplating his pure heart and his puny budget. The leadership of the non-profit organizations is dedicated, fervently and zealously, to the task of persuading the constituency of the merits of the place. Many businessmen still don't quite see why they should be doing the same thing, or if they do understand the need, have the grace and ability to do it effectively.

And then there's a third major difference between the fields that might bear some examination. The combustion point is a good deal lower on the college's thermometer than it is on the company's. The combustion point can be defined as the point at which it is necessary to rear back and tell the unreasonable critic to go to hell. The ancient "customer is always right" concept has seeped into much public relations thinking in the business world. It can lead to extremes of subservience to cranks, as any seasonal industrial public relations man can recall with a wince from his own experience.

Further, excessive sensitivity to criticism can infect an organization and inflict on it serious damage.

When Robert M. Hutchins said recently, "Public relations means trying to find out what the prevailing opinion is before you act and then acting in accordance with it," he may have described accurately one segment of the trade. This approach to the task of persuasion, as Mr. Hutchins knows better than most, may satisfy temporarily the people who want to accomplish an immediate objective, be they businessmen, educators or foundation executives, but such cynical methods do not work for long even in this era of simulated sincerity at the national and international level. Good public relations, it seems to me, means doing the honest thing, no matter what prevailing opinion is, and doing it in a way which demonstrates reasoned forethought and a conscientious consideration of others.

While the public relations man in the business field may encounter this problem from time to time, his counterpart in the non-profit institution meets it almost daily. For him it is especially important to nourish the courage of his institution's convictions. He must not flinch from the unpleasant task of giving unreasonable critics of his institution, politely if possible, a very firm "No!" If his institution is at all worthy, it will back him to the hilt, even when the material support of the critic is withdrawn.

Appeasement, it need hardly be said in this generation, gets you nowhere. Tact and diplomacy are essential up to a point—the combustion point. There they become surrender, and compliance must be abandoned for a frank refusal to accede.

Editor's Note: Edgar M. Gemmell is a veteran public relations executive whose experience has been divided between the industrial and the institutional fields. His observations on the differences he finds between them are thought provoking and may be stimulating to both groups.



TRANQUILITY ON THE CAMPUS—Does non-profit mean lower budgets for public relations activities?

Continued ►



INDUSTRIAL SPOKESMAN
Does the institution
speak more eloquently?

Consolation For Minimum Budgets

Continued

The gradual maturing of business public relations and institutional public relations has brought comparable changes in each. Back in the days when the company's recognition of public relations responsibility was a terrified ex-reporter composing puffs of the top brass, the college met its duty to the public by getting student volunteers to phone the papers with the score of the freshman soccer game, if the home team won.

As the volume of news has grown through the years to meet the public's growing appetite for information, leaders of industry and education have come to respect public opinion and to consider their actions and decisions in the light of the impression they will give the public. Some in each camp may follow a policy such as Dr. Hutchins describes, but the great majority do not. The important fact is that the top administrative levels think in terms of public relations. Boards of trustees as well as boards of directors consider the public's view as they make policy, but the trustees, if they are worthy of their responsibility, know that there will be occasions when they must take an unpopular stand. They may be unhappy as they live through squalls of popular disapproval, but they can take comfort from the knowledge that their institutions will gain strength and public respect in the long run if its position has been sound.

It is fortunate that this development has come among the leaders of the institutional world, for the next decade will produce for them as vexing a series of problems as they have ever faced. And all the problems will lie in the public view.

The question of bigness in the business world may cause some concern among the executives of giant corporations, but for most it is a challenge which all but the biggest welcome gladly. But what of privately supported hospitals, schools, colleges and universities? How will they explain to the public their inability to accommodate the numbers of our exploding population which will be knocking on their doors? Even if they can find the means to expand, can they maintain the standards of quality in their service which their constituencies have grown to expect of them? And if they can not increase their facilities, how can they avoid the appearance of indifference to the public welfare?

Finding the answers to these questions will tax the accumulated knowledge and the deepest wisdom of the men and women who bear the responsibility for the conduct of our institutional affairs.

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Edgar M. Gemmell, now Administrative Secretary at Princeton University, has fulfilled a variety of public relations assignments since his graduation from Princeton in 1934. These include fund raising, a Public Relations Regional Office for Du Pont, and, currently, the service of his Alma Mater. He lives in a hilltop house overlooking the college spires, the sight of which helps to reassure him that all is well with the Tiger, public relations wise and otherwise.

More For Your Tax Dollars

The Hoover Report points toward less costly government; public relations can translate goals into reality

By Milton Fairman

The United States Government is the biggest enterprise in the free world. The problem of managing this Government efficiently and effectively is so vast that the people whom it serves—and whose taxes support it—had long despaired of a solution. The Hoover Commission demonstrated that the big problem could be reduced to smaller problems of management, none too large to be tackled and solved by intelligent legislative and executive action.

The Hoover Commission has completed its blueprint to reduce governmental costs. The adoption of recommended reforms has already reduced the waste, inefficiency, red tape, overlap of functions and extra-constitutional activities that combine to keep Government costs high. Still ahead, however, is the job of focusing attention on other reforms yet to be adopted, securing intelligent analysis and consideration of the commission's proposals, and putting into effect those that have the support of the people and their elected representatives.

What happens in the next few months is vitally important. Governmental reforms might easily be shelved in an election year. A sensible hope is that the administration and Congress will work together on a bipartisan program of action. But popular support of the commission's

recommendations is needed: the enlistment of public interest, the stimulation of discussion, the mobilization of opinion to hasten executive or legislative moves whose delay is a drain on governmental efficiency as well as on the Treasury.

Here is a task shaped to the public relations man's hand! He does not have to agree with every recommendation of the commission—the broad challenge is to create study and discussion of issues. The campaign in behalf of the report is non-partisan, or bipartisan. The objective is the common good—everyone wants *good* government. And securing the objective is strictly a public relations undertaking for which we in the profession are better equipped



WITH TOOLS SUCH AS THIS, the Public Relations Committee of the Citizen's Committee for the Hoover Report is seeking to bring home to the American taxpayer what the recommendations in the Report mean to him.



PLANNING PUBLIC RELATIONS STRATEGY—Left to right, Clarence Francis, chairman of the Citizen's Committee for the Hoover Report; former President Herbert Hoover; Milton Fairman, chairman, Public Relations Committee of the Citizen's Committee; and Charles Coates, president, Coates and McCormick, Inc., public relations agency retained by the committee.

than others who desire the same ends.

What can the public relations practitioner contribute to the work now being pressed by the Citizens Committee for the Hoover Report?

First, as any other citizen he can enroll with the committee, which is headed by Clarence Francis, one-time head of General Foods. He can inform himself about the commission's report and what the committee is doing to obtain its adoption. As an individual he can make his views known to his representatives in Congress, and can communicate them to his friends and associates. But, beyond these avenues that are open to all, the public relations man can put his special training and talents to work in a wide variety of constructive ways.

Specifically, what help is needed from public relations people?

Organization—"Grass roots" influence is most effective in stirring

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Milton Fairman, a former president of PRSA, has been Director of Public Relations of The Borden Company since 1943. As a public relations counsel, he served such clients as the late Cardinal Mundelein and Harold Ickes, when the latter was Secretary of the Interior. He left the cabinet member's staff in Washington to go with Borden's in 1937.

Oil Progress Week

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dustry had had all it could do to satisfy the tremendously increased demand for petroleum products for military use. In face of government restrictions and labor and materials shortages, its normal expansion program in the manufacture of certain domestic products had come to a virtual standstill. As a result, with the close of the war the oil industry found itself attempting to stretch its prewar plant and facilities to meet mounting postwar requirements. By the late summer of 1947, the country's oil men saw danger ahead.

The problem was one of fuel oil. Householders now found it more comfortable to raise their room temperature rather than keep it at 65°, which they had learned to do during the war. Moreover, in the two years since V-J Day, some 750,000 oil burners had been installed, yet refinery output had increased scarcely at all. Oil men, studying their charts, feared that an unusually cold winter might strain fuel oil supplies to the breaking point. Sizing up the situation, the OIIC temporarily halted its regular program and opened a campaign of conservation. Throughout the autumn and winter of 1947-48, the OIIC—producers, refiners, and marketers—bomarded the country with information on how to squeeze every last unit of heat from every drop of fuel oil. Later, looking back on this all-out educational campaign, oil company spokesmen agreed that the OIIC deserved considerable credit not only for helping to keep the nation warm, but for forestalling the threat of renewed government wartime controls. As it was, even though the winter was one of the coldest in years, only a few spot shortages were reported, and these resulted from a lack, not from fuel oil, but of transportation.

It was an ill wind, but it blew us some good. It gave us a new incentive. It showed us what we could accomplish when the chips were down. And it was this realization, I think, that brought about Oil Progress Week.

As the winter ended, the OIIC went back to its original program of long-term education. Somehow, though, the element of urgency that had characterized the 1947-48 campaign was missing. Without an immediate goal to work toward, the pace slackened, and by summer of 1948 it was clear that the OIIC program needed a shot in

the arm. What was it to be? We certainly wanted no more shortage scares—and, in any event, the industry had the supply situation well in hand. Oil Progress Day—scheduled for October 14—was the proposed answer.

Oil Progress Day, as originally conceived, was an all-out effort to publicize the industry's operations and objectives. As such, it was a resounding success. With the help of the OIIC's field organization, oil men throughout the country gave speeches, held open house, sponsored parades, and in general employed every proper and practicable device to draw attention to the oil business. But of equal importance was the impetus which Oil Progress Day gave to the OIIC itself. Here was a climactic event in which the entire year's program culminated. Staff workers and volunteer committeemen alike went about their jobs with renewed enthusiasm, and so encouraging were the results that it was decided to expand Oil Progress Day to Oil Progress Week.

Since October of 1949, when it was first held, Oil Progress Week has grown in extent and impact until today it is one of the most widely recognized of all industry-sponsored events. Each year has seen a striking increase in activities—from special events to coverage by the press, radio, and television, and from exhibits and displays to locally sponsored advertising. Dealers dress up their stations, jobbers decorate their trucks, and more than 30,000 volunteer committeemen representing every phase of the industry arrange film showings, give talks and demonstrations, and distribute millions of booklets, leaflets, and envelope enclosures. Every possible means of communication is enlisted to let the public know what the oil business is, what its goals are, and how it achieves them.

Up to this point I have described Oil Progress Week in terms of range and scope. But range and scope are only surface measurements, and Oil Progress Week as we conceive it has another dimension—depth. Superficially, our "week" (many of its activities now extend over nearly three weeks) can be discussed as a venture in publicity, with so and so many "exposures" or "impacts" per person as the accepted standard of success. Admittedly, this was our primary consideration eight years ago on the occasion of Oil Progress Day. In the time since then, however, we have attempted to progress from the sound and fury of *publicity* to the calm reflection attendant upon *public relations*. We have tried to direct the appeal of Oil Progress Week (and our entire year-round program) not merely to the ear and eye, but to the heart and mind as well.

How have we done this? In the first place, we see our job as being something more than distributing facts and statistics, however vital they may be or however inviting we make them. We think of Oil Progress Week as the time of year when the men and women in the oil business account to their neighbors for their stewardship of a vitally important industry. That is a big order. It takes writers and artists and display designers, yes; but it takes more than that. Before you set out to give an accounting to your neighbors, you have to *be* a neighbor. And you have to be one not just for seven days.

We people in the oil business are fortunate in that we are not concentrated in a few small sections of the country, as so many industries are. Oil men live and work in essentially every community in the United States. Their lives and the lives of their customers are intimately related. The very nature of their business—supplying the public each day in every crossroad of this land with literally thousands of petroleum products—makes it almost a community enterprise. Their roles as business and civic leaders, as church and school board members, as parents and as citizens, reveal that they already *are* neighbors—in the best sense of the word.

This has always been true, but all too often it had been overlooked. All too often the public had thought of the oil man next door as being a good neighbor without realizing that the company he represented must be a good neighbor, too. That oil company might have its headquarters a thousand miles away, it was far-off and impersonal—and as far as the "oil industry" was concerned, it was hazier still. Sure, we like Joe and we buy his gasoline and fuel oil, but that doesn't mean we have to like the oil business, does it? The grocery and the butcher—they're different. They've got their stake right here in town.

Joe didn't like that. His stake was right there in town, too, but his neighbors couldn't understand that. The fact was that they didn't understand very much about the oil business at all, with the result that they were suspicious of it, or even distrustful, or—at worst—just plain "against" it. Sure, Joe is okay, but that industry of his—well, we don't talk about that.

This was the point at which, we discovered, Oil Progress Week came in. True, our year-round program of information and education had people listening and thinking, but that wasn't enough. Oil Progress Week started them *talking*. That one climactic burst of *publicity* gave Joe the incentive he needed to get into *public relations*. If

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People in the News



E. Huber Ulrich has been appointed a Vice President and member of the Advisory Committee of the Curtis Publishing Company, Philadelphia. He has served as Assistant to the President and Director of the Company's Public Relations Department since 1945. Ulrich first joined Curtis in 1922 as a member of the Circulation Department and virtually has spent his entire business career with the Company in circulation and public relations work. He has been active in the work of public relations organizations, nationally and in Philadelphia; and from 1952 to 1954, he served on the Board of Directors of PRSA.



Conger Reynolds (left), director of public relations for Standard Oil Company (Indiana) for 26 years, retired February 1 to become chief of the Office of Private Cooperation of the United States Information Agency in Washington, D. C. Mr. Reynolds has been succeeded as head of Standard's public relations department by Don Campbell (right), who was assistant director. Mr. Reynolds, who is sometimes referred to as the dean of oil industry public relations men, began his career as a newspaperman in Des Moines and was the founder of the journalism department of the University of Iowa. He served as press officer with the AEF in World War I, was managing editor of the Paris, France, edition of the Chicago Tribune in 1920, and was later a newspaperman in New York from 1922 to 1929. He was a career US foreign service officer in consular offices in Nova Scotia and Germany. He joined Standard Oil in 1929. He is a member of PRSA and serves as a director of the Chicago Chapter. Mr. Campbell joined Standard Oil in 1949 after public relations work in New York. Earlier he was with newspapers in Detroit and Miami. He is a member of PRSA also.



K. C. Ingram retired from active service with the Southern Pacific Railroad, San Francisco, as of December 31. Mr. Ingram served as Assistant to the President of the Railroad for more than 20 years. Known as a specialist in human relations, Mr. Ingram is author of the book, "Winning Your Way With People" which was published in 1949 by McGraw-Hill. It is widely used in industry and education. Mr. Ingram has also written numerous brochures and magazine articles, here and abroad, on communications between people. He was an editor and writer for various newspapers, magazines and the Associated Press. He worked as Southern Pacific's general advertising manager and as San Francisco manager of Lord and Thomas, international advertising agency. He is a member of PRSA, the National Society for General Semantics, the American Institute of Management, the Newcomen Society, NAM College Speaking Panel and the San Francisco Press Club, as well as several railroad and public relations organizations. He is now living in Carmel where he is devoting himself to writing.



J. Carlisle MacDonald retired January 1 as Assistant to the Chairman of the Board of United States Steel Corporation, New York. Mr. MacDonald was in charge of public relations for US Steel. With his retirement, three members of the public relations staff were promoted to new jobs. Mr. MacDonald joined US Steel in 1936 as Assistant to the Chairman of the Board. Prior to that he had a newspaper and public relations background. He was with the St. Louis Post Dispatch, the New York World, the New York Herald, Associated Press and the New York Times.

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People in the News



The Central New York Chapter, PRSA's 30th, received its charter at the Hotel Syracuse, Syracuse, on December 13. The presentation of the charter was made by George M. Crowson, then national PRSA president. Officers of the chapter shown here with Mr. Crowson are, left to right: William Ehling, secretary, Mr. Crowson, James H. Mullaley, president, and Wayne L. Hodges, vice president.



Trester F. Goetting

Trester F. Goetting, 37, immediate past president of the Minnesota Chapter of PRSA, died of a heart attack at his Minneapolis home, January 8.

Mr. Goetting was an account executive with Campbell-Mithun advertising agency, Minneapolis.

He was known throughout the Upper Midwest for his work in government, church and agriculture, and was chosen

by *Time* Magazine in 1953 as one of the area's "100 newsmakers of tomorrow."

Born in Rochester, Minn., Mr. Goetting received his degree in journalism from the University of Missouri. He worked as a reporter and editor on newspapers in Rochester and Austin, Minn.

Mr. Goetting joined Campbell-Mithun in 1951 as director of public relations and specialized in the insurance and dairy industries. He was president of the Minneapolis Advertising Club for the current year, and former state president of the Minnesota Junior Chamber of Commerce. He was the winner of the Jaycee's 1952 award as "the outstanding young man of Minneapolis."

Mr. Goetting was active in many state and civic activities. He served on the tourist advisory committee appointed by former Governor Luther Youngdahl, and worked with the 10,000 Lakes Association to promote Minnesota's vacation lands.

Surviving are his wife, Helen; son, Jay; daughter, Katherine; his parents and one sister.

Oil Progress Week

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his neighbors wouldn't talk, he would—and he did. What was most important, they listened, talked back, then listened again. The difference was that *this* time, when they thought it over, it wasn't Joe the Friend and Oil the Foreigner. The people who lived next door to Joe began to see that his company and his industry were good neighbors, too.

This, I believe, is one of the special qualities of Oil Progress Week. We readily admit the need for publicity, and for the most part that publicity is a product of national headquarters. At the same time we insist that public relations must be a product of the community. The oil business is essentially one of neighborhood relationships. It is in the neighborhood—composed of individual Americans—that its friends must be made.

A second special quality is that their is a part for everyone to play. Joe must introduce himself and talk things over, and there are a hundred ways of going about it. If he can't make a speech he can arrange a film showing. If he can't do that he can build a display, or decorate a window, or distribute leaflets. There is room for every Joe—from employee to executive.

What reason do we have to believe that all these efforts are worthwhile? Just as one example, in 1952 we asked the Bureau of Applied Social Research of Columbia University to conduct an exhaustive survey of the results of Oil Progress Week in Springfield, Missouri. After two years of analysis and interpretation of the findings, here are some of the things we learned:

Before Oil Progress Week, 75 per cent of the people interviewed believed that gasoline prices were reasonable, compared with other products. *After* Oil Progress Week, that figure stood at 87 per cent.

Before, 38 per cent said that oil companies do not make too much profit. *After*, 48 per cent held this opinion.

Before, 50 per cent thought that the oil industry was not wasteful of our natural resources. *After*, the proportion had risen to 64 per cent.

Before, 88 per cent replied that the interests of the country would not be better served if the Government ran the oil industry. *After*, 91 per cent agreed.

These Springfield findings reflect a particularly concentrated effort to promote Oil Progress Week, but I

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More For Tax Dollars

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legislative interest in the Hoover recommendations. Public relations men, with their experience in group action, can join with other interested people in the community and organize a local group affiliated with the Citizens Committee. They can provide the local group with counsel on its activities, help organize and train a speakers' bureau, and guide promotion of the group's activities.

Speeches—The spoken word continues to be among the most effective media for presenting the message of the Hoover Commission. This message can be delivered to civic, fraternal, business, social, and women's groups and in schools and universities. In some areas farm and labor organizations will be interested. Here is an opportunity for the representative of free enterprise and the American principles of efficiency and economy to take a "salable" idea out into his community. The speaker can be a public relations man or his client. Materials supplied by the Citizens Committee will provide a working knowledge of the Hoover Report.

Newspapers—Editorial contacts can be extremely helpful. Friendly papers might be asked to devote a series of editorials or feature articles to major themes of the Hoover Report. Already editors have shown themselves to be 90 per cent favorable to the commission recommendations, so the ground is fertile for planting specific ideas. In addition to treatment in the editorial columns, editors might be asked to aid in stimulating series of articles on "What the Hoover Report Means to the Citizen" under the byline of local civic and business leaders. In some areas, local angles may be developed to provide feature articles, and local columnists, with their large reader following can be very helpful.

Radio-TV discussion programs—Radio and television contacts can develop discussion programs, featuring either local personalities or "imported" experts. Dramatization with visuals is very important on TV, and expert help along these lines will increase their effectiveness. A discussion with public service or program directors to acquaint them with the problem may stimulate effective local programs. Spot announcement material may be developed also.

Company publication articles—Close at hand for many public relations men are the editors of company publications. They might be asked to do a series of editorials or articles on the

report, tying the issues to the specific interests of each publication's readers. Or they may wish to utilize a series of such articles which the Citizens Committee has prepared.

Employee education programs—A public education program can be fostered within larger companies where employee discussion facilities now exist. With the help of company personnel directors, an interesting employee education program might be developed which would be keyed to the interests of workers and their families. Such a program could take the form of a series of talks on commission recommendations and what they mean to the individual. In-plant programs might well expand into neighborhood discussion groups, thus adding not only to the employee's information and understanding, but serving too as a jumping-off point for his own civic participation. In telling the story to employees, the most effective approach would stress the stake the individual taxpayer has. The Hoover recommendations benefit all groups and care should be exercised to avoid identifying them with any special group.

Plant and office displays—Aside from organized group programs, many other factory and office project ideas present themselves. A bulletin board poster campaign might be conducted, featuring a series of displays graphically depicting the shortcomings of current government operations and the benefits to be derived from improved practices suggested by the Hoover Commission. A particularly interesting approach would be the comparison of poor government procedures with the manner in which private business more efficiently conducts a similar operation, showing the parallel with a specific commission recommendation.

Tie-in advertising—Some companies are now using public service and institutional advertising to tell the story of the Hoover Report. The report spells out good sound business practices which should and can be applied in the Federal Government as well as in private industry—a good tie in theme.

Envelope stuffers—It is often necessary to greatly simplify the purpose and meaning of the Hoover Report in order to gain essential broad understanding and support. One way of doing this is to give nut-shell treatment to the report in mass distribution pieces such as envelope stuffers, information rack brochures, and handbills.

Membership campaign—Each Citizens Committee member serves as a channel for information on progress of the activity, and for "calls to action."

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Detroit Chapter Elects Hall President



William B. Hall, vice president of the Detroit Bank, has been elected president of the Detroit chapter. Vice president is James T. Maunders,

director of public relations, Bohn Aluminum and Brass Corporation. Other officers elected were: Ambrose C. Hamaker of A. C. Hamaker and Company, treasurer; and John L. Rose associate director of public relations Burroughs Corporation, secretary. Mr. Hamaker was also elected a director of the Chapter for a three-year term. Mr. Rose will serve as a director for a two-year term.

Two other directors elected for a three year term are James A. Baubie, manager, public relations services, Chrysler Corporation; and Harry A. Williams, public relations director, Automobile Manufacturers Association.

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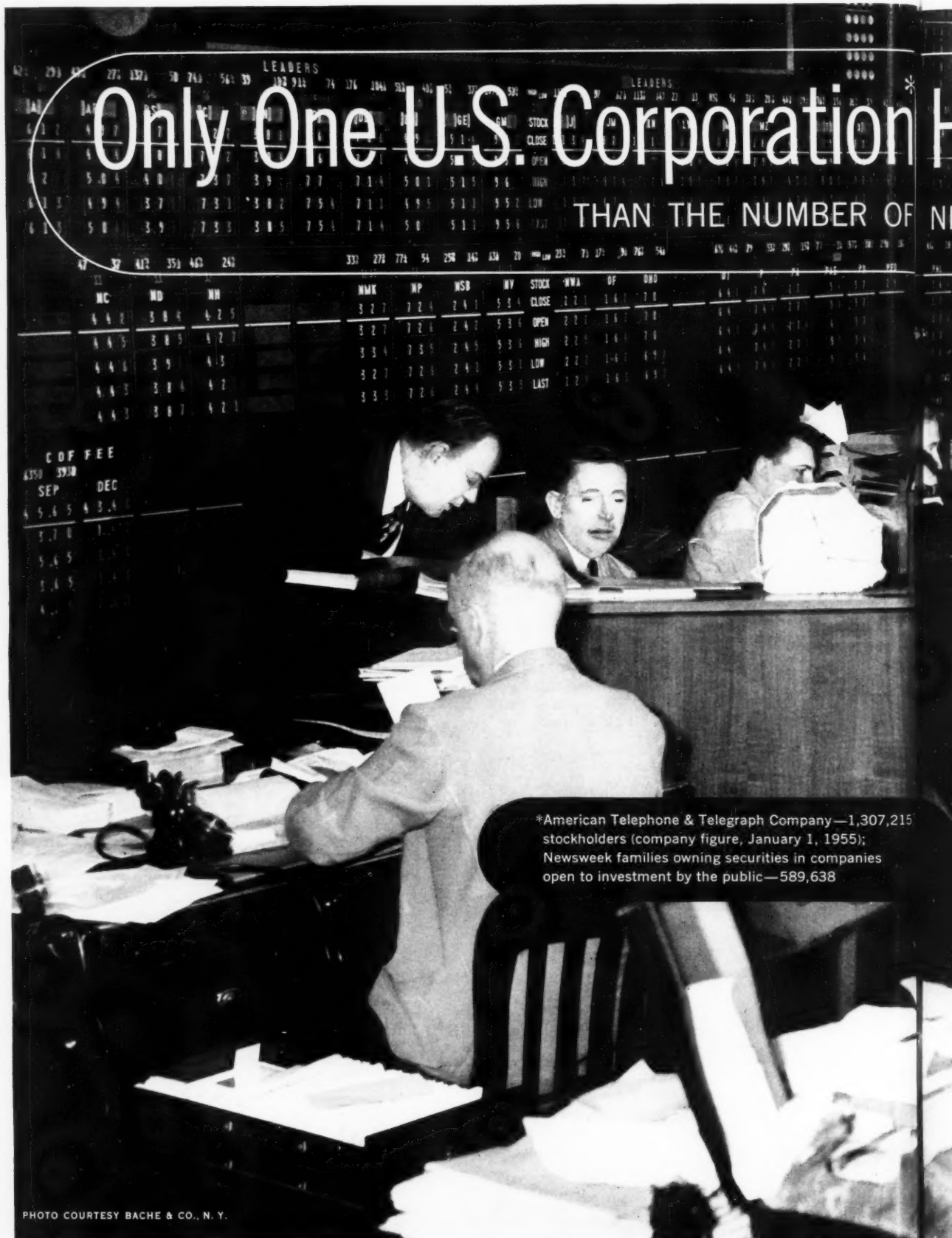
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Tough To Be The Landlord

Continued from page 7

pany's Public Relations Department to take an active role in assisting the management. As a result, a public relations staff member, Allen M. Bailey, was assigned the job and he has been in close contact with the managers of all of New York Life's housing developments ever since.

Perhaps a fourth step should be added. New York Life's housing and public relations people promptly agreed that, except for the lease where legal reasons dictated the terminology, the words *landlord* and *tenant* should be replaced in conversation and in writing by *management* and *resident*. This may seem minor, but it had deeper implications. It reflected an underlying point of view that was important. And it helped to eliminate an age-old reminder of conflict.

There appeared to be three ways in which the Public Relations Department could cooperate most helpfully with the Fresh Meadows management staff. Briefly these were:

1. Establish and keep open a channel of regular written communication between management and resident. Everyone agreed that lack of such contact was at the root of a great deal of landlord-tenant trouble over the years.

2. Plan and help carry out a continuous program of activities designed to sell the idea of a friendly, interested management. It was agreed that such a program was another effective form of communication with our Number One Public.

3. Counsel and assist the management staff in dealing with operating problems where public relations advice and skills could help.

There is nothing new or startling here, nor has any new program been developed at Fresh Meadows. The interesting thing about it is not novel principles or techniques, but rather the application of old and tested principles and techniques to the landlord-tenant problem—and with some indication of worthwhile results. To give a very simple illustration, the Resident Manager at Fresh Meadows has always sent a Christmas greeting to each resident. What could be simpler or more obvious? Yet I have lived for 20 years in various New York apartments and don't remember ever receiving a greeting of any kind from any landlord.

Here are some examples of the public relations touch at Fresh Meadows. Since the satisfied resident is our

most important asset by far, it seemed logical to begin cultivating him as early as possible. Two of the "move-in" devices deserve mention. As soon as a prospective resident is signed, he receives 25 printed announcements and envelopes to let his friends know he is moving and give them his new address. The announcement includes a map of Fresh Meadows showing the location of all buildings. This enables the resident to pinpoint his apartment. Aside from the "change of address" value to the resident, it saves his friends time and trouble in finding the right apartment on their first visit, and saves employees' time in giving directions. And, of course, it is a most effective form of advertising that directly reaches the community's best source of new renters, the friends and relatives of those who live there.

A second device is a welcome folder which the new resident finds on the kitchen counter when he moves in. On the cover is a cartoon highlighting the various service people—porters, handy men, gardeners, etc.—who will help care for his Fresh Meadows home. Inside is a message from Resident Manager Boyle. It states that the apartment has been fully inspected and put in first class condition. It then lists all items which the inspectors found to be not "like new,"—a slight nick in the kitchen sink, let us say, where young Tommy of the previous family experimented with a hammer. This saves telephone calls, time and bother for both resident and management and, more important, helps to eliminate a possible cause for argument at a later date.

Every resident receives a pictorial handbook and directory. It gives all necessary information about care of equipment and about available services. It tells whom to call if you lock yourself out and what to do if the plumbing leaks. There is a list of all the stores in the shopping center, and another of public offices, parks, beaches, places of worship, libraries, schools and other community facilities in the area. Many new residents move to Fresh Meadows from other states and this information helps them to feel at home.

As previously noted, an important public relations objective is to maintain a recognized channel of communication with all residents. Two forms of written communication are used. The first is the occasional bulletin from the Resident Manager about one specific situation or problem, such as television antennas, parking regulations, or how to enroll a child in the nursery school. These are "xeroxed" on special Fresh Meadows paper and distributed by the building porters.

The second type is the monthly

"rent enclosure," a quick reading leaflet accompanying the rent bill. For more than 6 years through this device we have carried on a brief chat each month with our residents. We have discussed taxes and their bearing on rent, operating costs, trees and flowers, hobby groups, and some less known facts about Fresh Meadows and its staff. As a part of the get-acquainted process, we have written about the neighboring city hospital, Queens College's adult program and the 107th Police Precinct. On one occasion the *Christian Science Monitor* in commenting on our rent enclosures, called us "the literary landlord."

Devereux C. Josephs, chairman of the board of New York Life, in an address last June before the Citizens' Council on City Planning in Philadelphia, appraised the communications program at Fresh Meadows as follows: "There is plenty of justification in all this, because a happy, satisfied resident is likely to stay longer with us, and low turn-over means better earnings in the long run."

Mr. Josephs also noted that, because Fresh Meadows was part of an expanding community, there had been need for additional municipal facilities, particularly schools. The cost of these improvements has had a direct bearing on taxes and rents, and we have so informed our residents. As Mr. Josephs said, "Like other landlords, when taxes go up we have to raise rents. And there we are on delicate ground. I can report we have managed to increase our rents substantially since Fresh Meadows opened without any widespread protest from our residents. We are confident that our information program has cushioned the effect of the rent increases. Our residents know these increases have

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Oil Progress

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believe that they illustrate my point. The thousands of oil men throughout the nation who make Oil Progress Week a reality each October are little concerned with—or even aware of—the findings of sociological experts. What concerns them is whether their neighbors understand and respect them for the work they do and the industry they represent. That concern is important enough for them to give weeks of time and energy—voluntarily and without pay—in order to let those neighbors know what the oil business really is, how it operates, and why it makes the world a better place in which to live.

They are concerned about Joe.



public relations must be geared to management's marketing pattern!

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R. K. ALLERTON, Jr.
*Director of Public Relations
Underwood Corporation*

This statement by a marketing management subscriber to Tide is published as a service to public relations by



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People and Accounts

R. Wolcott Hooker, vice president of Hooker Electrochemical Co., was recently elected president of the Synthetic Organic Chemical Manufacturers Association. He succeeds Dr. Samuel Lenher, vice president of E. I. du Pont de Nemours & Co., Inc.

John Farley has been named public relations director of Greer Hydraulics, Inc., Jamaica, New York. . . . **Lee Seabold** has been elected a vice president of the Lawrence H. Selz Organization, Inc., Chicago, public relations firm. . . . **Mack Kehoe**, manager of the Miller Brewing Co., (Milwaukee) community relations and publicity, has been elected treasurer of the Milwaukee Press Club. . . . **Frederick W. Westervelt, Jr.**, has been named manager of the public relations department of the National Board of Fire Underwriters. . . . **Alton B. Hollis, Jr.**, has been appointed as a public relations representative of the Chemstrand Corp., Decatur, Ala. . . . **Dana T. Hughes** has been named director of public relations of ALCO, Schenectady, New York. . . . **Ralph H. Major, Jr.**, public relations director of Batten, Barton, Durstine & Osborn, Inc., has been named editor of the *Public Relations Memo*, publication of the New York Chapter of PRSA. . . . **Dr. Edmundo Lassalle** is on an extended business trip to Caracas, Rio, Sao Paulo, Buenos Aires, Montevideo, Santiago, Lima, Cali, Bogota, Panama and Mexico. Dr. Lassalle is a consultant on Latin American public relations.

Carl P. Ray has been named vice president of the Office Equipment Manufacturers Institute. Mr. Ray is vice president in charge of engineering and research for Underwood Corporation, New York. . . . **Bert Haling**, public relations director, Great National Life Insurance Company, Dallas, was presented a Certificate of Appreciation by the 1955 American Cancer Society Crusade. He served as Dallas County publicity chairman. . . . **John S. Rose** has joined the West coast office of Mayer and O'Brien, Inc., Chicago and Los Angeles, public relations counseling firm, as an account executive. . . . **John J. Ducas** has been named executive vice president of Gaynor Colman Prentiss & Varley, Inc., New York. . . . **Arthur L. Desmond** has been appointed manager, public relations division, William Hart Adler, Inc., Chicago advertising agency.

Kleber Miller was elected president of the Hawaii Public Relations Association at a recent meeting. Mr. Miller is the assistant director of public relations for the Hawaii Employers Council. . . . **Harry A. Berk** has been named vice president and director of McCann-Erickson Corporation (International). . . . **Ken Brigham** has been appointed supervisor of public relations for the Philco Corporation's Government and Industrial Division. . . . **Richard L. Hindermann** has been elected vice president of public relations of the Pan-American Life Insurance Company, New Orleans.



Ted Schoening has joined the public relations department of American Machine & Foundry Company in the newly-created post

of Community Relations Manager. Mr. Schoening will be responsible for supervising the community relations activities of the company's 31 plants and five research and development laboratories. He was formerly assistant director of public relations for the Chesapeake & Ohio Railway.

Joseph F. Quinn has joined Rowe-Doherty Associates, New York and Washington, public relations firm. . . . **Roger O. Johnson** has been named assistant manager of advertising and public relations of the Northern Trust Company, Chicago. . . . **William H. Gilman** has been promoted to the post of general employee relations manager of the Brush Electronics Company, Cleveland. . . . **Mary Mallon Foster** has been elected vice president of Reed-Jones, Inc., international management and public relations agency, New York. . . . **George P. Cunningham** has been named manager of public relations and advertising for the Symonds Clamp and Manufacturing Company, Chicago.



Willcox B. Adsit has been elected vice president in charge of public relations of General Motors Acceptance Corporation, New York. Mr.

Adsit has been manager of the New York office of the public relations department of General Motors since 1946.

Harlan Logan joined General Foods as vice president for personnel and public relations, a newly-created position, effective January 1. He was formerly director of public relations for the Corning Glass Works and director of public relations and advertising for Steuben Glass, Inc.

David B. Charnay, public relations and industrial counselor, announced recently that he settled his \$2,250,000 libel actions against Lee Mortimer, the late Jack Lait and Crown Publishers, Inc. as a result of a full retraction and other considerations. Mortimer and the publishing company fully retracted, in writing, both the facts and all defamatory implications of the statements which provoked the actions, filed January, 1952, in the New York Supreme Court.

Mrs. Lee K. Jaffe, director of public relations, The Port of New York Authority, was selected along with the Port Authority by the Government Public Relations Association for its 1955 "Best Government Public Relations" award. The award was based on the Port Authority's "pace setting for public relations in governmental agencies; for its skillful handling of difficult public relations problems; for the excellence of its published materials, and especially for its official recognition of and use of its public relations arm as basic to the operation of the Authority."

Ralph Winslow, vice president, manager of marketing, Koppers Company, Inc., was elected treasurer of the Association of National Advertisers by the A.N.A. Board of Directors for the coming year to succeed George Oliva. . . . **Hugh F. Mulvaney** has joined Benton & Bowles, Inc., New York, as a staff member of the public relations department. . . .

Harry Schaden, vice president of Carl Byoir & Associates, Inc., public relations firm, has been appointed Midwestern manager in Chicago. . . . **Victor J. Danilov**, supervisor of public information at Illinois Institute of Technology, has been named to the newly-created post of manager of public relations. He will be responsible for carrying out the public relations program for Illinois Tech and its affiliate, Armour Research Foundation of Illinois Tech.

Continued on page 24

Tough To Be The Landlord

Continued from page 18

not gone to enrich a wealthy and rapacious landlord."

One of the questions which management had to face was how far it should go in sponsoring a social program in this new community. After weighing all the angles, a more or less hands-off policy was adopted as best in the long run. Management provides rooms for club activities but has left the problems of formation and operation entirely to those residents who wished to take the initiative. Some 50 clubs now use these rooms—youth groups, such as the Scouts, and "do-it-yourself" craft and hobby groups devoted to carpentry, photography, oil painting and other interests. A member of the Fresh Meadows staff, with the title of Director of Community Activities, furnishes information to newcomers, offers advice as requested and keeps the schedules straight.

Another question with an interesting public relations angle arose in connection with the 18 laundries available to residents. In accordance with accepted practice, they were located in basement quarters, convenient but not too attractive. No one originally gave much thought to their looks or operation—it just didn't seem necessary. But it later developed that the laundries were a significant social institution in today's rental community. They were a substitute for the back fence where the ladies could gossip by day. They functioned as an informal club room for husbands in the evening. It became very apparent that they were no place to allow a gripe against the landlord to get started—say, there was no comfortable place you could sit down, or because machines kept getting out of order, or because someone who belonged in another building horned in on your time, or because some uninformed fellow used too much detergent and doused the floor with suds.

So a full scale public relations program was instituted, including steps to make the laundries more attractive and comfortable (repaint in cheerful colors; install coat hooks, benches, tables for folding clothes); establish fair rules (series of bulletins to all residents); maintain schedules (install official laundry clocks); teach people how to use the machines properly (series of posters featuring a mythical "Washbird"; install scales for weighing wash loads); and reduce mechanical breakdowns (install improved type of machines; improve inspection and

maintenance schedules). This is a difficult area where 100 per cent results can never be expected, but where any progress pays off substantially.

Needless to say, there has been no problem in thinking up activities and events for the Fresh Meadows management to sponsor during the year—at Christmas, Easter, Halloween and in between. Many are planned for the young. A big proportion of our population are young marrieds and the local birth rate has been high. But there are special adult events too—such as the annual garden contest for occupants of the 700 terrace apartments who can plant what they like in their own garden plots. They enjoy the judging by outside experts and everyone enjoys the flowers, including many visitors. The idea back of these activities is to help make Fresh Meadows an attractive, pleasant and interesting community in which to live.

One final point should be made. New York Life has gone to exceptional lengths to avoid having any resident feel that, because he lives in a New York Life development, he is under any obligation or pressure to purchase life insurance from the company. Soon after Fresh Meadows started, the company opened a new branch office there. But it was agreed by all concerned that our agents should bend over backward to avoid possible criticism or misunderstanding in any approach to our residents. There have been virtually no complaints on this score. Some current sales statistics are indicative that this low-key approach has been sensible: In the first three weeks of November 1955, as much insurance was sold by this branch as during its entire first year of operation in 1949.

The Fresh Meadows story has been repeated, with modifications, in Stanworth, Manhattan House and Lake Meadows. In all of them we have found that the public relations viewpoint and many of the familiar techniques and devices that work in other parts of the company's operations can, with some imagination and resourcefulness, be adapted and applied in housing operations. Do they work also in this troublesome area of landlord-tenant relations? As already suggested, perhaps the most interesting thing about New York Life's program is that it does represent a fairly large scale experience on the basis of which to venture an answer to that question. We think the evidence is strongly on the affirmative side.

As a footnote, I might add that there may well be another point of interest in all this for the larger audience of public relations people in general. Life insurance companies differ in important ways from most of the organizations which that audience represents;

hence their public relations interests and activities are often different. For instance, unlike the industrial corporation, a life insurance company has no tangible product (or product publicity); it has no scientists at work in laboratories creating new wonders (and feature stories); it has no manufacturing plants (requiring a community relations program). Its contractual relations with policy owners are not comparable to customer relations of a bank, say, or a department store. Because of such differences there has been a tendency, perhaps, for public relations people generally to regard the life insurance business as somewhat outside their normal purview.

Much has been written and said about the progress of corporate public relations in the past decade. It is a matter of interest, I think, that this forward march has taken place on the life insurance front as well as elsewhere. During the postwar period there has been a greatly increased interest in public relations among many life insurance companies. Staffs have expanded, programs have broadened, budgets have grown. And I believe it is fair to say that a good deal of interesting work is being done in this field.

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Chapter News

PRSA's 30th Chapter Gets Its Charter

The Central New York Chapter, PRSA's 30th, received its charter on December 13 at a dinner meeting held in the Hotel Syracuse, Syracuse. Presentation of the charter was made by George M. Crowson, then national president of PRSA.

The chapter was formed by members of PRSA who reside in the central and upstate areas of New York State.

New chapter officers elected to serve in 1956 are as follows:

James H. Mullaley, president, director of public relations, Syracuse industries, Division of Union Chemical & Materials Corporation; Wayne L. Hodges, vice president, professor of Industrial and Labor Relations, Cornell University, Ithaca; William Ehling, secretary, director of Office Information Services, Syracuse University; and Raymond Miexsell, treasurer, assistant to the president in Public Relations, Troy Savings Bank, Troy. John Barnes of the Carrier Corporation will be the Chapter's national representative on the Board of Directors.

Northeast Ohio:

Frederick J. Blake, director of public relations for the Central National Bank of Cleveland, has asked to be relieved of his membership on the board of directors of the Northeast Ohio Chapter. The vacancy has been filled by C. Richard Paulson, manager of the north-central public relations office, Ford Motor Company. Mr. Paulson will serve on the board for a three year term.

New England:

Walter Raleigh, executive vice president of the New England Council, has been elected president of the New England Chapter. Charles E. Downing, public relations director of Eastern Gas and Fuel Associates, will serve as vice president; and Miss Caroline Harrison, public relations director of the Museum of Science, Boston, will be secretary-treasurer.



William C. Hines, left, president of the Northeast Ohio Chapter, presents a Certificate of Commendation to his predecessor, George C. Frank, right, for his leadership as the 1955 president of the chapter. Mr. Hines is the director of public relations, Firestone Tire & Rubber Co., Akron, and Mr. Frank is the assistant to the president, Erie Railroad Co., Cleveland. The citation was in the form of a resolution approved by the board of directors of the Chapter, and lauded Mr. Frank for the Chapter progress under his leadership in 1955, during which time the membership was increased by 5 per cent.

Elected to the Board of directors at the December meeting were Richard Axten, public relations director of Raytheon Manufacturing Co.; R. P. Waters, Jr., second vice president of John Hancock Mutual Life Insurance Co.; and Miss Harrison.

Wisconsin:

Kenneth B. Willett, vice president of Hardware Mutuals, Milwaukee, has been elected president of the Wisconsin Chapter for 1956. Other officers of the Chapter, announced at the same time are: Greta W. Murphy, director of public relations for the Milwaukee School of Engineering, first vice president; and John H. Paige, vice president-public relations, Wisconsin Telephone Company, second vice president. William W. Cary, secretary of the board of trustees, The Northwestern Mutual Life Insurance Company, will serve as secretary of the Chapter. Treasurer will be E. R. Moore, executive assistant, regional public relations manager, American Motors Corporation.

Philadelphia:

How American business feels toward current changes in U. S.-Soviet relations and how public relations may be effected was the topic discussed by Wroe Alderson at the December Philadelphia Chapter meeting. Mr. Alderson, of Alderson and Sessions, marketing consultants, had recently returned from a month's tour of Russia.

New Orleans:

The New Orleans Chapter has announced the election of Roy Schwarz, partner, Fitzgerald Advertising Agency, to president of the Chapter. First vice president will be Larry O. Guerin, manager of public relations and advertising, Lykes Bros., Steamship Company. P. J. Rinderle, publicity director for the Chamber of Commerce of the New Orleans area, will serve as second vice president. J. Mason Guillory, director of advertising, New Orleans Public Service Inc., has been named secretary-treasurer.

Central Texas Chapter Holds First Meeting

The first San Antonio meeting of the new Central Texas Chapter was held in late October with two morning panel sessions and a luncheon at which J. Q. Mahaffey, editor of the *Texarkana Gazette* and *Daily News*, was speaker.

The first panel, "Public Relations Men Look at Public Relations," was headed by Paul Cain, president of the Cain Organization, Inc. and president-elect of the North Texas Chapter. The second panel, "Public Relations and Public Issues," was led by Sam H. Drake, senior account executive of Max H. Jacobs Agency, Houston.

Mr. Mahaffey addressed the group on the importance of complete understanding between public relations people and newspaper people. "The scope and complexity of the news make it virtually impossible for a newspaper staff to cover the news adequately," he said. "They must depend upon people engaged in the public relations field to help them out. Particularly is this so in the field of business and industry."

Mr. Mahaffey went on to state that most public relations men handled their press relations well until their clients got themselves into a bad press situation. Then there was a great wave of "no comment." He felt that part of the difficulty is the fact that men in the higher echelons of the company do not allow their public relations men the degree of independence they must have.

The meeting was considered highly successful in introducing the Chapter and the PRSA program to the San Antonio area.

Washington:

The Washington Chapter has announced Walter W. Belson, director of public relations, American Trucking Associations, Inc., has been elected president. He succeeds the late Richard R. Bennett.

Ludwig Caminta, Jr. has become chairman of the board, and will represent the chapter on the national board of directors.

Serving with Mr. Belson will be Paul L. Selby, vice president; and Albert R. Beatty, secretary-treasurer. Directors will include Earl P. Brown, Douglas S. Steinberg, Mrs. Anne J. Troskoff, Richard W. Tupper and Arthur G. Newmyer, Jr.



Pictured at the first meeting in San Antonio of the new Central Texas Chapter are (left to right) Sam Drake, Houston; George Clarke, Austin, Chapter president; J. Q. Mahaffey, editor of the *Texarkana Gazette* and *Daily News*, and Paul Cain, Dallas, president-elect of the North Texas Chapter. Mahaffey was the luncheon speaker. Drake and Cain headed panel discussions.

San Francisco Bay:

"Occupational Information in the Public Schools—How Can We Improve It?" was the problem investigated by William H. McCreary at the January meeting of the San Francisco Bay Area Chapter. Mr. McCreary is chief of the Bureau of Guidance, Department of Education, State of California.

He stated that all but five school districts in California depend almost entirely on business for materials to tell the vocational story in the schools.

Photographers' Association Forms Industrial Division

A national organization of industrial photographers which is believed to be the first of its kind has been formed under the sponsorship of the Photographers' Association of America.

A number of prominent industrial photographers will head the new division of the P.A. of A. which will concentrate on nine points—including aiding the industrial photographer to do a better job for management throughout the country; the holding of periodic regional photo short courses; operating lecture and placement bureaus; conducting an annual photo exhibit; and providing illustrated taped lectures for groups in isolated areas.

MAGAZINE PUBLISHERS ASSOCIATION ANNOUNCES 1956 PR COMMITTEE

Walter D. Fuller, Curtis Publishing Company head who is Chairman of the Magazine Publishers Association's Board of Directors, has announced appointments of members of the 1956 Public Relations Committee. Reginald Clough, *Reader's Digest*, will serve as chairman, and the members are: Robert L. Bliss (*Public Relations Journal*), Nelson Bond (McGraw-Hill), Doris Doland (Cowles), Kenneth T. Downs (*Time*), W. R. Espy (*Reader's Digest*), Philip Ewald (*The New Yorker*), A. P. Mills (Hearst), Tom Patterson (*Family Circle*), and Caskie Stinnett (Curtis).

Dudley-Anderson-Yutzky is consulting firm to the Association in the third year of the public relations developmental effort.

Atlanta:

Guy B. Arthur, Jr., an industrial relations consultant to Southern Bell, National Auto Dealers Association and many other corporations throughout the country, was the speaker at the January meeting of the Atlanta Chapter. Mr. Arthur spoke on "Employees' Attitudes."

People and Accounts

Continued

Edward F. Thomas has been appointed as vice president in charge of public relations of the National Association of Manufacturers. Mr. Thomas who was a vice president and public relations account supervisor at J. Walter Thompson Company, has been active in the public relations field in New York for a number of years. He has been with Geyer Advertising, Inc., and Carl Byoir & Associates. . . . Jack Clarke has been elected executive vice president of Freestate Industrial Development, Company Shreveport, La. Mr. Clarke will act as general manager of Freestate, the first planned industrial development in the Shreveport area, and assist in the administration of Cherokee Farms, Inc., an adjacent residential subdivision. Mr. Clarke was formerly director of public relations for Texas Eastern Transmission Corporation.

Jack D. Dudley has joined the public relations staff of Armo Steel Corporation, Middletown, Ohio. . . . Stewart S. Howe, vice president of Illinois Institute of Technology, served as chairman of the publicity committee for the Military-Industrial Conference on National Survival in the Nuclear Age, held February 9-10 in Chicago. . . .

Arthur S. Bostwick has been named director of public relations of Fuller, & Smith & Ross, Inc., advertising agency, with offices in Cleveland, New York and Chicago. He succeeds the late Charles A. Seltzer, Jr. and has been with the agency for six years. . . . Arthur L. Greene, head of Arthur L. Greene public relations firm, was the featured speaker at a recent dinner meeting of the Miami Valley Industrial

Marketers at Dayton, Ohio. His subject was "How to Increase Effectiveness of Industry Public Relations Programs." . . . John Marston has resigned as managing editor of the Pet Milk Company Magazine, St. Louis, to become an associate professor on the faculty of the College of Communications Arts of Michigan State University, East Lansing. He was managing editor of the Pet Milk Company Magazine for five years.

Robert J. Fitzpatrick has been appointed director of public relations for Texas Eastern Transmission Corporation. He will be in charge of the company's public relations, publications and advertising. . . . Mrs. J. L. Hektoen, Lehighworth, Ill., and Mrs. John Persons, Chicago, have joined the staff of Carrière and Jobson, Inc. . . . Marian Fitch has been appointed an account executive with Harshe-Rotman, Inc., Chicago. . . . Conrad Speidel became Northwest manager of public relations for Kaiser Aluminum and Chemical Corporation February 1. He succeeds Robert A. Sandberg who was recently appointed public relations manager for the Corporation in Oakland, Calif. . . .

John T. Hall and Co. of Philadelphia has been named by J. W. Rex Co. of Lansdale, Pa., to handle public relations and advertising. . . . The Canada Dry Bottling Co. of Germany has retained Arthur Schmidt & Associates, New York, as public relations counsel in the United States and Germany.

FitzGerald and Associates, San Francisco, will handle all public relations activities for Northwest Radio and Television School in Portland and for the Naval Officers Realty Corp., San Francisco.

The Gemex Corporation, Union, N. J., watchband manufacturer, has retained Arthur Schmidt & Associates, Inc., New York. . . . Edward K. Moss, New York and Washington, has been named public relations counsel to the Woodrow Wilson Centennial Commission. . . . Formation of a new Chicago public relations and advertising agency, Durkin & Rader, Inc., has been announced by the partners, Douglas Durkin and Douglas Rader. Offices are located in the Monadnock Building, 53 W. Jackson, Chicago.



Mr. Ramsey

A new public relations firm specializing in professional and business accounts has been established by Claude Ramsey, formerly general manager of William Kostka and Associates, in Denver. The firm will be called Public Relations Incorporated and will handle public relations programs on a national basis in the field of veterinary medicine. It will also serve other professional groups on a statewide and city basis. The name of the public relations firm of Eldean-Bugli-Chesrown, Inc. was recently changed to Ralph W. Bugli, Inc. Offices will be located at 550 Fifth, New York. . . . The Frank C. Jacobi Advertising Agency recently moved its offices to 53 West Jackson Blvd., Chicago. . . . The re-establishment of the Allied Advertising Agency with offices at 302 Davis Bldg., 151 Michigan Ave., Toledo, has been announced by William T. Rietzke, agency director.

Evans, McClure & Associates, affiliated agency of David W. Evans & Associates, Salt Lake City and Seattle, has opened offices at 461 Market St., San Francisco. . . . Ketchum, McLeod & Grove, national advertising and public relations agency with headquarters in Pittsburgh, opened a New York office at 155 East 44th St. on January 16. Robert P. Lytle, vice president will be office manager. . . . Ronald Goodman, industrial and corporate public relations counsel, has moved to enlarged office facilities in the Chicago Daily News Building, Chicago. The National Cotton Council's New York sales promotion offices are now located at 112 West 34th St. effective Feb. 1.

Communications Counselors, Inc., a newly-formed affiliated company of McCann-Erickson, will be headed by W. Howard Chase, president. Other officers include Frank White, chairman of the board, and Edward F. Baumer and Murray Martin, vice presidents. McCann-Erickson's public relations and publicity services will be integrated into Communications Counselors, Inc.

Willmark Services System, Inc., New York City, national retail point-of-sale testing service, has appointed Daniel J. Edelman and Assoc., New York and Chicago. . . . Milburn McCarthy Associates, New York, has been appointed by Eastern Colortype Corporation, offset lithographers, Clifton, N. J. . . .

Continued on page 30

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Schneider

Minnesota Elects R. M. Schneider Chapter President

The Minnesota Chapter has elected Raymond M. Schneider president for the current year. Mr. Schneider, who is director of public relations of Brown and Bigelow, has also been elected to the national board of the Society. John Rusinko, public relations director, Minneapolis-Moline Co., is retiring president.

Other officers chosen at the annual meeting were Edwin Emery, University of Minnesota School of Journalism, vice-president; Douglas Timmerman, Minneapolis Chamber of Commerce, secretary-treasurer.

Elected to the board of directors were: A. L. Powell, Pillsbury Mills; C. W. Moore, Great Northern Railroad; Paul Amidon, Paul Amidon & Associates, Inc. and A. L. Champlin, General Mills. Also serving on the board are B. F. Ihlemfeldt, Mutual Service Insurance Co.; Edward Schmid, Jr., Reserve Mining Co. and Mr. Rusinko.

"PR for Smaller Firm" Reprints Now Available

"Public Relations for the Smaller Firm" was published recently by the University of Illinois.

According to the booklet, a well-planned public relations policy will achieve for any business customer confidence, employee loyalty and productivity, stockholder and community goodwill and an improved credit standing. The booklet outlines how to put this type of program into effect.

Written by Robert L. Peterson, "Public Relations for the Smaller Firm" has 35 pages and costs 50 cents per copy. It can be obtained from the University of Illinois, Bureau of Business Management, Urbana, Illinois.

More For Tax Dollars

Continued from page 15

It is therefore important that the membership be expanded, with heavy emphasis on persons sincerely interested in informing themselves and others. Every active participant can accept as his personal responsibility the enlistment of at least four additional members.

Inter-organization activity—Efforts can be made to enlist existing clubs and organizations in the campaign. The wide contacts of public relations men enable them to identify specific group interests with the report's recommendations, and help obtain organization support. The study programs of women's groups and discussion programs of labor and other organizations can help generate interest and action.

Letters to Congress—The ultimate result of educational and information activities is individual contact with senators and congressmen . . . thousands upon thousands of citizens telling their representatives in Washington how they stand on the Hoover Report and their attitudes on specific bills. This focal point of individual action is being emphasized throughout the entire educational build-up, and the groundwork is being laid for mobilizing individual supporters for fast action when bills are under consideration.

In these and many other ways public relations people can help make the Hoover Report effective. The stakes are substantial. A single recommendation to the Defense Department for improving the handling and storage of raw foods has resulted in savings of \$200 million a year. Another has resulted in orders to shut down 50 operations that had been uselessly competing with private enterprise. Even greater

gains await decisions of the Congress and the administration during 1956.

Public relations people at the local level can put their experience to work dramatizing issues and identifying them with local group interests, and thus provide one of the most potent powerful assists that the Hoover Report has had. The objectives are sound, the stakes are great, and both well worth the effort needed to gain them.

The Citizens Committee offices at both 441 Lexington Ave., New York, and 777 Fourteenth St. N. W., Washington, stand ready to be of all possible assistance in implementing activity, by providing information, materials, suggestions, and help in securing informed speakers. Available is an array of informational tools, including digests and analyses of the 19 Hoover Commission Reports, speakers kits, films, "score sheets" on recommendations, special studies and bibliographies, basic membership manuals, resolutions, and mass distribution pieces.

The writer appreciates aid in preparing this article from the members of the Public Relations Committee of the Citizens Committee for the Hoover Report. They include: Allen D. Albert, Jr., Atlanta Art Association, Atlanta; Edward F. Baumer, McCann-Erickson, Inc., New York; Maxwell E. Benson, General Shoe Corporation, Nashville; Edgar S. Bowerfind, Republic Steel Corporation, Cleveland; W. Howard Chase, McCann-Erickson, Inc., New York; R. C. Clark, Eli Lilly & Company, Indianapolis; Don R. Cowell, The Quaker Oats Company, Chicago; George M. Crowson, Illinois Central Railroad, Chicago; Dan J. Forrestal, Monsanto Chemical Company, St. Louis; William Hynes, Pacific Gas & Electric Company, San Francisco; E. Leo Koester, Avco Manufacturing Corporation, Cincinnati; Burns W. Lee, Burns W. Lee Associates, Los Angeles; Ed Lipscomb, National Cotton Council of America, Memphis; Frank Macon, Frank Mason Associates, New York; Cyril W. Plattes, General Mills, Inc., Minneapolis; Lynn Poole, Johns Hopkins University, Baltimore; Walter Raleigh, New England Council for Economic Development, Boston; Horace Renegar, Tulane University, New Orleans; James P. Selva, Selva & Lee, New York; and Franklyn Waltman, Sun Oil Company, Philadelphia.

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15 YEARS AGO . . . "You had to go out and convert the heathens . . ."

Management Looks At Public Relations

Continued from page 3

The change from that to our present attitude, based on candor and a recognition of the public's right to know, almost has to be measured in light-years.

But we don't have to go back to the Dark Ages to see the change I am talking about. Fifteen years ago, ten years ago, perhaps even five years ago, public relations people still had a lot of missionary work to do. You had to go out and convert the heathens. There were still a lot of men in management who knew very little about public relations or, if they had some understanding, didn't think it was very important.

Among the men I know, such executives are rare in these days. I believe it is true in our company, and I wonder if it isn't true in most companies, that top management people now think about their problems in public relations terms just as naturally as they think about them in terms of finance or tooling or industrial relations, or materials.

I know—because they tell me—that our public relations people no longer spend any great part of their time worrying about or trying to prevent public relations mistakes by operating management. We make some, of course, our management being human. But the problem is relatively minor, and it will grow less important all the time.

That has to be true, because public relations attitudes and ideas, and competent public relations people, are

present at the key places in our business. Familiarity with these concepts and personal experience in taking part in public relations projects or solving public relations problems come to our management people now rather early in their careers. In the future, the men who rise to the top positions are bound to be men already schooled in these matters.

The change I have been describing is not limited either to the line operating management. I believe from observation that the same kind of change has taken place in the relationships between public relations departments and other staff departments within the business.

When a public relations function is new, it is probably natural for the law department and the accounting department and the industrial relations people and many others to be a little standoffish in their dealings with it. They don't know what the impact on their own functions may be, and they don't know how far to rely on these new people.

In our company I know it is true, and I believe it is true in many others, that we are long past that stage. Whether the problem is an annual report, employee communications, a lawsuit, or whatnot, the public relations people and the other staff groups run in and out of one another's offices all day long. I literally can't remember when I had to umpire any sort of dispute among them.

The other staff groups understand what the interests of the public relations people are, and recognize them as part of the total picture in any important problem. The public relations people understand the functioning and the problems of the other departments and have learned how to be helpful to them.

In short, I think most companies in

these days accept public relations as a vital and important part of their activities. Your missionary days are largely over. Not that you won't have to keep selling. Even the best product still has to be sold. But I believe you are past the time when you needed to be much concerned over acceptance by management.

The increasing public relations consciousness of management could be illustrated in many ways. To pick one at random, there is the remarkable growth in corporate giving for welfare, educational, and charitable purposes.

The really surprising thing about this is the very fact that it does not surprise us.

The idea of the community responsibility of industry has been so solidly accepted that we never think of questioning whether we have an obligation. Our thought is given to the questions of where our obligations are greatest, how much we can afford for a particular purpose, and similar problems. Many companies, like our own, have developed written contributions policies and have standing contributions com-



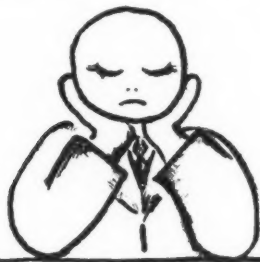
"... there is remarkable growth in corporate giving . . ."

mittees of the management, on which public relations is represented.

Another example occurs. That is the quiet leadership of many companies in doing away with racial or other discriminations in employment. This, too, was acceptance of a social responsibility. It has been aided but was not initiated by government. A number of us were working effectively in that field before the government showed any real interest in the subject.

We take these activities as normal now. But they are a far cry from 1935 and almost as big a departure from the general habits of even 1945.

If I am right in my belief that top management has generally accepted and begun to act in keeping with fundamental public relations principles,



"... you might lose some of your missionary zeal ..."

what does it mean to the public relations people themselves? Can we get along, in future, without professionals? Are you in the position of firemen, after the blaze is out?

I don't think so. I think, on the contrary, that your job is just getting well under way. You are not so much like the firemen after the fire as you are like builders who have finished a strong foundation for a house. Much has been accomplished but far more remains to be done.

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The only real danger I see for public relations people is that, having passed through your missionary period, you might lose some of your missionary zeal. You have helped to solve many problems. And that's fine. But there is no limit to the supply of new problems that keep coming along. The answers that worked in 1955 are not likely to be perfect answers to the problems of 1957 and 1958. The best counsel I can give you is the advice that a friend of mine wrote to a young man who had just been promoted. He said:

"Keep on doing what it took to get started."

Finally, I'd like to go back a moment to that 1949 speech that got me into this. In the course of those remarks, I said:

"I think you should test yourselves not by asking, 'Does my company talk differently about things since I have been here?' but rather by asking, 'Does my company do things differently since I have been here?'"

On your record, I believe nearly all of you pass that test.

Reprints Available On Qualifications for Executives

Reprints of "Desirable Qualifications for Association Executives" by Clark Belden are available from the American Trade Association Executives Journal, Associations Building, Washington 6, D. C.

The article which appeared in the October, 1955 issue of the ATAEE Journal lists 107 qualifications in all.

The reprints cost 25 cents each on quantities less than 10. Special rates on more than 10 will be quoted on request.

BUDGETS— (Continued)

They may be grateful that they are approaching the trial with more experience behind them than the reporting of soccer scores.

The era they are all about to enter may well bear for institutions some similarity to that trial period for commerce and industry in the middle Thirties. American business just barely lived through the hostile public opinion of that day, and it did so with no help from public relations techniques. Partly in response to the need felt then, the techniques were developed later. Perhaps institutions will survive the coming test by judicious use of the proven methods of putting their case before the public. Certainly they are far better prepared for the trial than has been any other social institution as it approached a period of basic questioning.

Texas A and M Offering 5-Year Combined Program

The new five-year programs combining journalism with business and engineering degrees are now available for Texas A. and M. College students, beginning with the spring term.

Both programs are designed to coordinate the technical training of the business and engineering fields with the journalistic techniques of mass communications, according to Donald D. Burchard, head of the journalism department.

Students who complete the business-journalism program will receive the degrees of bachelor of arts in journalism and bachelor of business administration. Those who follow the engineering option will receive the degree of bachelor of science in industrial technology and bachelor of arts in journalism.

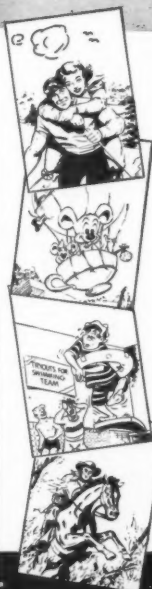
Programs combining journalism with other technical fields will be developed as student demand indicates their need, Burchard said. The department for many years has offered the normal bachelor of arts degree in journalism and the degree of bachelor of science in agricultural journalism.

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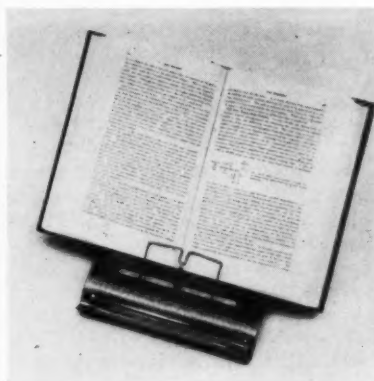
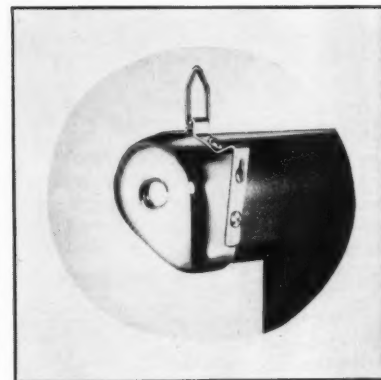
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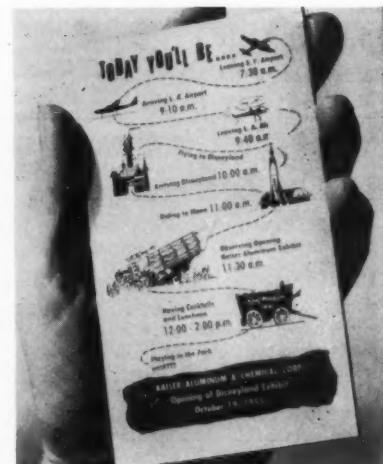
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features an exclusive automatic roller lock which provides smooth roller action, even hanging of fabric and positive protection against the fabric being pulled beyond the picture edge. Designed originally for classroom use, its roller lock does away with one of the main causes of costly fabric damage, and contributes greatly to the life of the screen. Available in six sizes, 37" x 50" to 70" x 70", the model can be mounted on either wall or ceiling. SG-1.

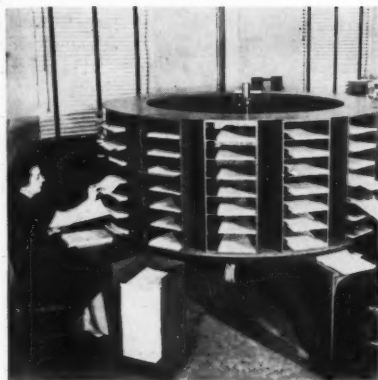


A NEW, IMPROVED HOLDER FOR BOOKS of all sizes and weights has recently been introduced. Its snap-action, hold-down arm enables the reader to turn pages with one hand and work with the other without interruption. The arm also holds magazines or notebooks. Made of heavy gauge steel yet weighing only one half pound, it is packed flat for easy carrying or storing. Rubber feet act as a protection against table scratching. SG-2.

ALUMINUM PROGRAMS have been adding a unique touch to recent conferences and large exhibitions. A mid-western corporation has developed the technique of printing pictures in the anodized layer of a photosensitive aluminum plate. The process is as simple as producing any picture on any photographic paper. Small and handy, the programs provide unusual momentos which won't turn yellow with age. SG-3



ANIMATION TECHNIQUES are explained in a free 4-page folder titled "Animation Major Factor in Production of TV Ad Films," reprinted from a national trade magazine. Illustrated with photos and art samples, the text describes in detail the methods used by a large New York studio to produce animated films in less time and at lower cost through efficient application of equipment. SG-4.



THIS NEW COLLATING WHEEL FOR collating books, catalogs, pamphlets, inserts and other printed matter, saves both time and space. This unique, semi-automatic electrically driven wheel accommodates up to 800 pounds of printed matter of random sizes from 3" x 5" to 9" x 14". The speed of the machine is timed to give the operators, working simultaneously round the wheel, ample time to perform the complete collating operation of pick-up, joggle and stack. For example, each operator can collate a 9" x 14" booklet in 1½ minutes. SG-5.

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54" x 24", it has two deep, full letter-size file drawers, one in each pedestal. The drawers have side-locking type follower blocks which mean no wasted space; filing can be done to the rear of the drawer. A center drawer is available if desired. Styled with rounded corners, the desk is equipped with brushed aluminum hardware. A stainless steel trim surrounds the grey linoleum top. SG-6.



A MAGNESIUM LADDER is being marketed which combined in one ladder the functions of four. It is, first of all, a stepladder or a straight ladder. The back legs can then be extended and rigidly locked to make it an extension ladder. This back section is also adjustable so that it is possible to use these ladders on uneven levels such as stairs. These Magnesium ladders are light and can be easily handled. Available in various sizes, the ladders have hard rubber feet which keep them from slipping, scratching. SG-7.

NEW HOME SAFES especially designed to fit between wall studs or floor joists are currently being marketed. The popularly priced wall and floor safes make it possible for homes of all price ranges to have the convenience of a built-in safe for valuable and important personal documents. The safes combine locking security with protection from fire. SG-8.



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People And Accounts

The firm of Gerald Schwartz and Richard Rundell has been organized in Miami, succeeding the Gerald Schwartz Agency, founded in 1949. The public relations firm has offices at 4111 North Miami Ave. and in the diLido Hotel at Miami Beach. . . . Erskine W. Manterfield has joined the public relations department of General Foods Corporation. . . . Sylvester V. Pointkowski has been named public relations director of the National Conference of Police Associations. . . . Oscar Leiling, supervisor in the public relations department of N. W. Ayer & Son, Inc., New York has been promoted to Associate Director of the department. . . . The appointment of Raymond F. Blosser as director of public relations and advertising for the Union Bank of Commerce, Cleveland, has been announced. . . . Formation of a new public relations firm, Milt Bass and Associates was announced recently. For the past five years Milton Bass, president, has been manager of the New York office of Harshe-Rotman, Inc. . . . Anthony G. De Lorenzo was named Director of Public Relations for the General Motors Corporation recently. He has been director of press, radio and television since last April. He joined the staff in 1949.

Harshe-Rotman, Inc., Chicago office, has been named by Parmelee Transportation Co. of Chicago. . . . Smith, Rose and Co., New York, will handle all public relations and publicity for the New York Coliseum. Opening day is scheduled for April, 1956. The Phillips-Ramsey Company, San Diego, has been appointed by the Brillhart Musical Instrument Corp., Carlsbad. . . . McCall's Pattern Division, New York, had named Ruder & Finn Assoc., New York. . . . The Cain Organization, Inc., Dallas, has been named by the Southwestern Furniture Manufacturers Association, composed of furniture makers in Texas, Oklahoma, New Mexico, Arkansas, Louisiana and Mississippi. Harry W. Graff, Inc. will handle all advertising publicity and promotion for A. N. Saab, Inc. New York. . . . The Hamilton Wright Organization, Inc., New York, has been named by the Department of Press and Information, Government of Colombia. . . . The Nebraska Public Power System, Columbus, Nebraska, has just retained Allen P. Reynolds, Omaha. William Arendt, public relations director for Allen & Reynolds, will direct work on the account. . . .

Special Personnel Conference Held January 19, 20

A conference conducted by the American Management Association in New York was attended by public and industrial relations personnel from all over the United States and Canada, January 19-20. The "special personnel conference" was held at the Hotel New Yorker. Motive of the meeting, which included speeches, panel sessions and get-together luncheons, was the integration of public relations and industrial relations functions.

In a case history presentation, John W. Cogswell, employee information manager, American Telephone and Telegraph Co., pointed out the far greater importance of face-to-face communication to employees as compared to that of the printed message. Small two-way discussion groups on the supervisor-employee level, he asserted, is the ideal in employee communication. Basic job satisfaction determines how employees receive communication and is the most vital factor to their being good company ambassadors.

Especially well received by those in attendance was the film "Dragon Slayer," part of a presentation by C. G. MacAndrews, training division manager, employee relations department of E. I. du Pont de Nemours, who explained how his company interprets employee benefit plans. Other speakers and panelists included Kerry King, William Scholz, Lawrence Stessin, Don L. Campbell, John V. Tharett, Kenneth Ellington, Floyd F. Ackerman and Richard P. Axten.

Alpha Kappa Psi Directory

The 1956 Directory of Business Personnel Available issued annually by Alpha Kappa Psi, oldest national business fraternity, is being mailed now to business firms interested in employing college graduates with majors in accounting, administration, finance, management, marketing, sales, and other fields of business. The selected list presents the photographs and short factual summaries of 112 capable graduates of leading colleges of the U. S. who will be available for employment in 1956. It is the fifth such directory issued by the organization.

Copies of the directory may be obtained by addressing Alpha Kappa Psi Fraternity, 111 E. 18th St., Indianapolis 5, Indiana, on business letterhead and stating number of your employees.

Letters

I wish to express the gratitude of my colleagues and myself, for the existence of the JOURNAL. Being of the "Fraternity," for as long as the P.R.S.A. exists, I am aware of what the pioneers had to overcome to achieve universal recognition for public relations in all its aspects.

Despite the uphill struggle to expound, let alone practice, public relations in this country, my colleagues and I are heartened every time we read the JOURNAL from cover to cover.

It is only natural that sometimes we think of "throwing in the towel," and returning to a public relations conscious country. But . . . had the pioneers of public relations done that ten years ago, there would not only be no P.R.S.A., but the great work for the community which has been done during these years would not have been achieved. Hence we continue undeterred, and sometimes alone, to expound our theories and ideals for the good of the community, business and private enterprise.

May I take this opportunity, on behalf of my colleagues and myself, to congratulate all those who contributed to, and made possible, the publication of the 10th Anniversary Issue of the JOURNAL, and wish you all continued progress in the years to come.

Should any of your readers care to exchange views and news, we in the 'outpost of public relations', would only be too pleased to hear from them.

J. N. Pinkus
Pinkus, Leznover & Associates
Jerusalem

Thank you for your courtesy in sending us a copy of the 10th Anniversary Issue of the JOURNAL. We found this a most interesting issue. The article, "This Business of Women," is especially well done and is, of course, of great interest to the Women's Bureau.

I am writing to Miss Woodward to personally commend her on the splendid way Miss Flanley and she handled the subject.

(Mrs.) Alice K. Leopold
Assistant to the Secretary of Labor
For Women's Affairs
Washington, D. C.

Enclosed you will find a check for \$21.11 covering 28 copies of the Anniversary Issue at student rate per my letter of November 4.

It might interest you to know that the JOURNAL was one of the two re-

quired materials in our Telecommunication Public Relations course. Again congratulations on the fine effort.

Al Preiss
Department of Telecommunications
University of Southern California
Los Angeles 7, Calif.

Congratulate my good friend and colleague, Edmundo Lassalle, on his article "Problems in Latin American Public Relations" which I have just read and re-read in the JOURNAL of December, 1955. It is very good indeed. . .

Federico Sanchez Fogarty
Agencia Mexicana de
Relaciones Publicas
Bolivar 23, Mexico 1, D. F.

Please renew my subscription to the JOURNAL for one year and bill me for same. Pardon me for not renewing my subscription earlier, but I have been out of town, and have just got around to getting into the mail on my desk.

Let me say, I believe that the 10th Anniversary edition was the finest publication I have come across on public relations. The PUBLIC RELATIONS JOURNAL is a vital and stimulating publication, a must for anyone in the public relations field. Keep up the great work!

Jack Samuel
Publicity and Public Relations Counsel
St. Louis, Mo.

Having heard so many praises sung about your 10th Anniversary Issue, I feel rather left out.

It would be greatly appreciated if you would send me a copy of this publication. . .

Alden G. Lank
Press Officer
The Joint Hospital Fund '55-'56
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Bryant Discusses Australian PR

Public relations as a growing force in Australia was discussed by Hedley Bryant, president of the Australian Public Relations Institute, recently in Honolulu.

According to Mr. Bryant, "there are an ever increasing number of major undertakings employing the services of public relations operators in Australia—including governmental, industrial and commercial projects."

"Our Institute in Sydney, New South Wales, has some 70 financial members on its books; while the Victoria chapter has a strength of 85 at its last reckoning," he said.

The more conservative companies of Australia have led the way and displayed the greatest interest in the field. Mr. Bryant feels that "we have yet to go through out most difficult period. The increasing recognition we are winning is focusing the attention of commerce generally on public relations. This is attracting those misfits in allied crafts who imagine they only have to read a handbook to become fully qualified to counsel the great captains of industry on how to run the nation."

"In addition," he reported, "we must anticipate with increasing recognition an increasing reverse ratio of resistance from those who quite mistakenly see PR as a threat to older allied arts. Yet how can anything so clearly calculated to foster industrial and commercial expansion do other than foster all the facets of business founded on solid principles."

Mr. Bryant concluded by saying, "Could we therefore write into our charters—the charters of our Institutes and Associations throughout the world—a combined objective. 'The promotion

of better international understanding, the furtherance of international PR to build a world short of threat and fear'—there could be no one group of people better equipped to achieve such an end."

Fairman Addresses House Magazine Institute

Five barriers to the flow of communications were cited by Milton Fairman, director of public relations for the Borden Company, New York, at the January meeting of the House Magazine Institute, which was held at the National Arts Club, New York.

These barriers were the non-desire to communicate, failure to understand people's need to know what is happening, lack of skill, fear of communicating, and the fact that communications tend to be a one-way flow. According to Mr. Fairman whose subject was "Not by House Magazine Alone," those who deal with people are best able to overcome these barriers.

R. H. BACON PUBLISHES 1956 PUBLICITY HANDBOOK

Two books designed to bring more effective results in the handling of publicity have recently been published by R. H. Bacon & Company, Chicago.

The first of these, the 1956 Edition of *Bacon's Publicity Checker*, simplifies the problem of making up and checking release lists. 3,240 publications known to use publicity material have been coded by the editors of each publication to show exactly what type of publicity is accepted. Basic types of publicity are coded by the numbers 1-14. Each publication contains the particular code numbers which apply.

Bacon's Publicity Handbook, published for the first time, has been written to fill the need for a competent, authoritative guide to the handling of publicity work of all kinds. It incorporates detailed chapters on such topics as Basic Types of Publicity, Planning a Publicity Program and Analyzing Markets.

The Handbook also includes suggestions on how to write better publicity material and handling different types of publicity. There are discussions on the mechanics of placing publicity, working with outside services and evaluating the results.

Both these books will prove valuable to anyone who has a hand in any part of the development of publicity material.

Help Wanted

Writer for public relations staff of large insurance company. Should have an interest in socioeconomic affairs and a facility for simplifying difficult subject matter with a precise interesting and lucid writing style. Prefer 30-35 age bracket. Send full information on background and qualifications to BOX TH-2.

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